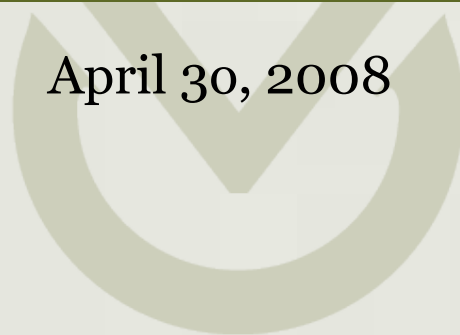




# Alabama Leadership Meeting

## Pathways to Progress

April 30, 2008



# Agenda

- 
- |  |   |
|--|---|
| I. Opening Remarks   | The Honorable Wayne Turnage,<br>Chief of Staff to Governor Tim<br>Kaine |
| II. Vision for Virginia and the<br>Journey Toward Transparency<br>and Assessment | Jane N. Kusiak, Council Executive<br>Director                           |
| III. Gubernatorial Commitment to<br>Outcomes and Citizen<br>Transparency         | The Honorable Wayne Turnage   |
-

# *Vision for Virginia and the Journey Toward Transparency and Assessment*

Jane Kusiak, Executive Director  
Council on Virginia's Future

# Council on Virginia's Future: A Public-Private Vehicle for Virginia's Long-Term Governance

## **Origin**

- The Council was established pursuant to § 2.2-2682 of the *Code of Virginia* by the 2003 General Assembly to serve as an advisory board to the Governor and the General Assembly
- A forum where legislative, executive branch, and community leaders come together for work that transcends election cycles, partisanship, limited organizational boundaries, and short-term thinking

## **Purpose**

- Provide long-term focus on high priority issues
- Create an environment for improved policy and budget decision-making
- Increase government accountability, operations, and performance
- Inform citizens about performance and engage them in dialogue about Virginia's future

## **Membership**

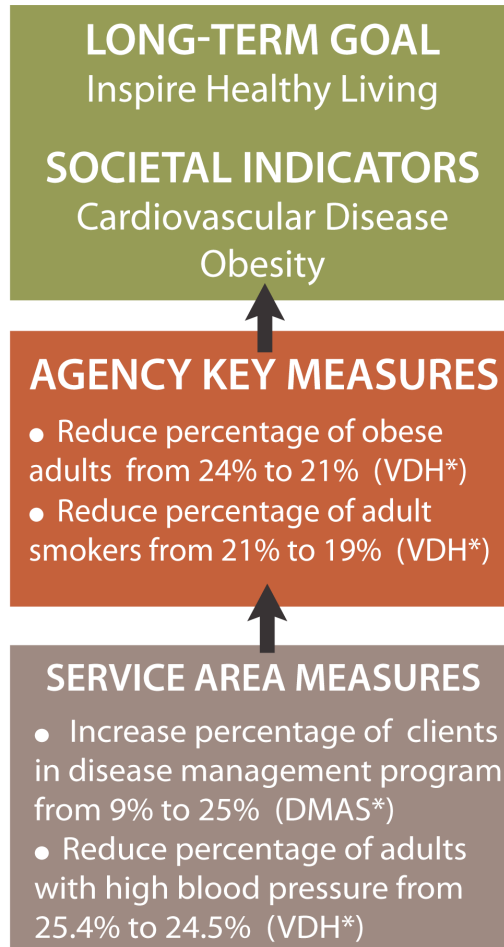
- The Council includes:
  - The Governor who serves as chair
  - Senior legislative leaders:
    - Senate: Colgan, Miller, Norment, Saslaw
    - House: Armstrong, Griffith, Howell, Putney
  - Seven business and community leaders
  - Two members of the Governor's Cabinet

# Virginia Performs Architecture

## Charting a Course for Excellence



## Health & Family Examples



} How is Virginia doing?

} Are we getting results on our highest priorities?

} What are the expectations for our service areas?

\* The acronym VDH stands for the Virginia Department of Health; DMAS stands for the Department of Medical Assistance Services.

# Virginia Performs Home Page ([www.VaPerforms.Virginia.Gov](http://www.VaPerforms.Virginia.Gov))

The screenshot shows the Virginia Performs website interface. At the top is a navigation bar with links to Virginia.gov, Online Services, Help, Governor, and General Assembly, along with a search bar. Below this is the 'Virginia Performs' logo and a 'VISION FOCUS RESULTS' section. A callout points to the 'Key Facts & Demographic Data' link, stating: 'Download a detailed demographic profile of the state.' Another callout points to the 'Mapping: Intro • Map It Scorecard at a Glance' link, stating: 'Create local & regional maps and reports showing data on dozens of measures.' The main content area features a large image of a VirginiaCORPS fire truck with a callout that reads: 'Public Safety is Strong in Virginia with below-average crime rates and high marks for emergency preparedness.' To the right is a message from Governor Tim Kaine. Below this is a 'Measuring Virginia' section with a paragraph explaining the website's purpose. A callout points to the 'Scorecard at a Glance' link, stating: 'Instantly see how Virginia measures up in key areas.' At the bottom is a navigation bar with links to Home, About Virginia Performs, and various policy areas. A callout points to this bar, stating: 'Explore how Virginia is doing in crucial areas that affect the quality of life.' Another callout points to the 'State Agency Strategic Plans, Performance Measures & Management Scorecard' link, stating: 'View state agencies' strategic plans, objectives and measures for their programs and services.'

Download a detailed demographic profile of the state.

Create local & regional maps and reports showing data on dozens of measures.

Virginia.gov Online Services | Help | Governor | General Assembly Search GO

Virginia Performs VISION FOCUS RESULTS

Key Facts & Demographic Data Mapping: Intro • Map It Scorecard at a Glance

A message from Virginia Governor Tim Kaine

The Commonwealth of Virginia is a spectacular place to live. We treasure the heritage and resources that contribute to our high quality of life, but it takes constant planning and fine tuning to maintain this quality and make needed improvements.

This website, brought to you by the Council on Virginia's Future, shows you how we measure the state's current performance, plan for the future and monitor our progress. Click on the links below to see how we're working to make Virginia strong and healthy. Thanks for visiting.

Governor Tim Kaine

Public Safety is Strong in Virginia with below-average crime rates and high marks for emergency preparedness.

Measuring Virginia

This website shows you how Virginia is doing in areas that affect quality of life for you and your family. Learn more about how the Commonwealth is doing from region to region and compared to other states by exploring the areas below. For more about your own community, visit our [mapping section](#). To learn how Virginia state government is working on your behalf, explore our [state agency strategic plans and performance measure pages](#).

Home | About Virginia Performs

Economy Education Health & Family Public Safety Natural Resources Transportation Government & Citizens

Scorecard at a Glance

State Agency Strategic Plans, Performance Measures & Management Scorecard

Instantly see how Virginia measures up in key areas.

View state agencies' strategic plans, objectives and measures for their programs and services.

Explore how Virginia is doing in crucial areas that affect the quality of life.



# Scorecard at a Glance

## Scorecard at a Glance

## Virginia Performs VISION FOCUS RESULTS

### Economy

**Goal:** Be a national leader in the preservation and enhancement of our economy.

**Indicators:**

Personal Income/ Wages and Salaries	↑
Poverty	↑
Unemployment	↑
Employment Growth	↑
Workforce Quality	↑
Business Climate	↑
Business Startups	↑

### Education

**Goal:** Elevate the levels of educational preparedness and attainment of our citizens.

**Indicators:**

School Readiness	→
Third Grade Reading	↑
Fourth Grade Reading & Math Achievement	↑
High School Graduation	→
High School Dropout	↑
College Graduation	↑
Educational Attainment	↑
Lifelong Learning	→

### Health & Family

**Goal:** Inspire and support Virginians toward healthy lives and strong and resilient families.

**Indicators:**

**Family**

Adoption	↑
Foster Care	→
Child Abuse & Neglect	→

**Community Health**

Teen Pregnancy	↑
Obesity	↓
Infant Mortality	→
Suicide	→
Health Insurance	→
Immunization	↑
Cancer	↑
Cardiovascular Disease	↑
Smoking	↑
Life Expectancy	↑

### Public Safety

**Goal:** Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

**Indicators:**

Crime	↑
Juvenile Intakes	→
Recidivism (Adult & Juvenile)	→
Traffic Fatalities	↓
Emergency Preparedness	↑

### Natural, Historic & Cultural Resources

**Goal:** Protect, conserve and wisely develop our natural, historical and cultural resources.

**Indicators:**

Air Quality	↑
Water Quality	↑
Solid Waste & Recycling	→
Land Preservation	↑
Historic Resources	→

### Transportation

**Goal:** Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

**Indicators:**

Traffic Congestion	↓
Infrastructure Condition	→
Land Use	→

### Government & Citizens

**Goal:** Be recognized as the best-managed state in the nation.

**Indicators:**

Bond Rating	↑
Taxation	↑
Voter Registration & Turnout	→
Consumer Protection	↓
Internet Access	↑

### Legend

**Performance Trend**

- ↓ Worsening
- Maintaining
- ↑ Improving

# How Does Virginia Compare to Other States?

Indicator Rank vs. Other States	1-10	11-20	21-30	31-40	41-50
<b>ECONOMY</b>					
Personal Income	✓				
Poverty	✓				
Unemployment	✓				
Employment Growth			✓		
Workforce Quality	✓				
Business Climate	✓				
Business Startups		✓			
<b>EDUCATION</b>					
Fourth Grade Reading	✓				
Fourth Grade Math		✓			
High School Graduation		✓			
High School Dropout	✓				
College Graduation-Bachelor's Degree		✓			
<b>HEALTH &amp; FAMILY</b>					
Teen Pregnancy		✓			
Obesity			✓		
Infant Mortality				✓	
Suicide		✓			
Health Insurance			✓		
Immunization			✓		
Cardiovascular Disease		✓			
Cancer Deaths			✓		
Smoking			✓		
<b>PUBLIC SAFETY</b>					
Property Crime	✓				
Violent Crime		✓			
Traffic Fatalities		✓			
Emergency Preparedness	✓				
<b>NATURAL RESOURCES</b>					
Historic Districts	✓				
<b>TRANSPORTATION</b>					
Traffic Congestion - Commute Time					✓
Infrastructure - Deficient Bridges			✓		
<b>GOVERNMENT &amp; CITIZENS</b>					
Bond Rating	✓				
Taxation		✓			
Voter Turnout				✓	
Consumer Protection - ID Theft				✓	
Internet Access—Digital Government	✓				



# Leadership and a Principle-based Approach Provide the 'Glue' to Maintain Momentum

- The cultivation of 'aspirational' leadership and legislative buy-in are important:
  - The success of Virginia Performs is due, in part, to a commitment to high-level principles: improving outcomes for Virginians and the efficiency and effectiveness of state government
  - This public commitment to high-level principles - backed by objective and credible data - has helped to minimize partisan concerns and to facilitate implementation at the state agency level
- Legislative buy-in requires engagement and communication:
  - Active participation in Council activities
  - Regular briefings ensure awareness of products and progress
  - Documents such as regional and district indicator summaries and the *Virginia Report*, an analytic view of Virginia Performs, increase the understanding and value of the system

# *Gubernatorial Commitment to Outcomes and Transparency*

The Honorable Wayne Turnage,  
Chief of Staff to Governor Tim Kaine

## Typical Problems to Overcome in Establishing an Executive Branch Performance Management System

- Historical precedent with performance management
  - Past inactions, failures, or false starts will offer no momentum
- Limited interest from Governor's Office
  - Not a traditional priority of most Governors
  - Executive Branch staff are very adroit at detecting real versus feigned priorities
- Lack of familiarity with the subject matter
  - Terms such as outcome-based metrics, productivity measures, and long-term indicators are not the normal lexicon of State government

# Governor Kaine Established Several Key Goals to Guide the Development of the System

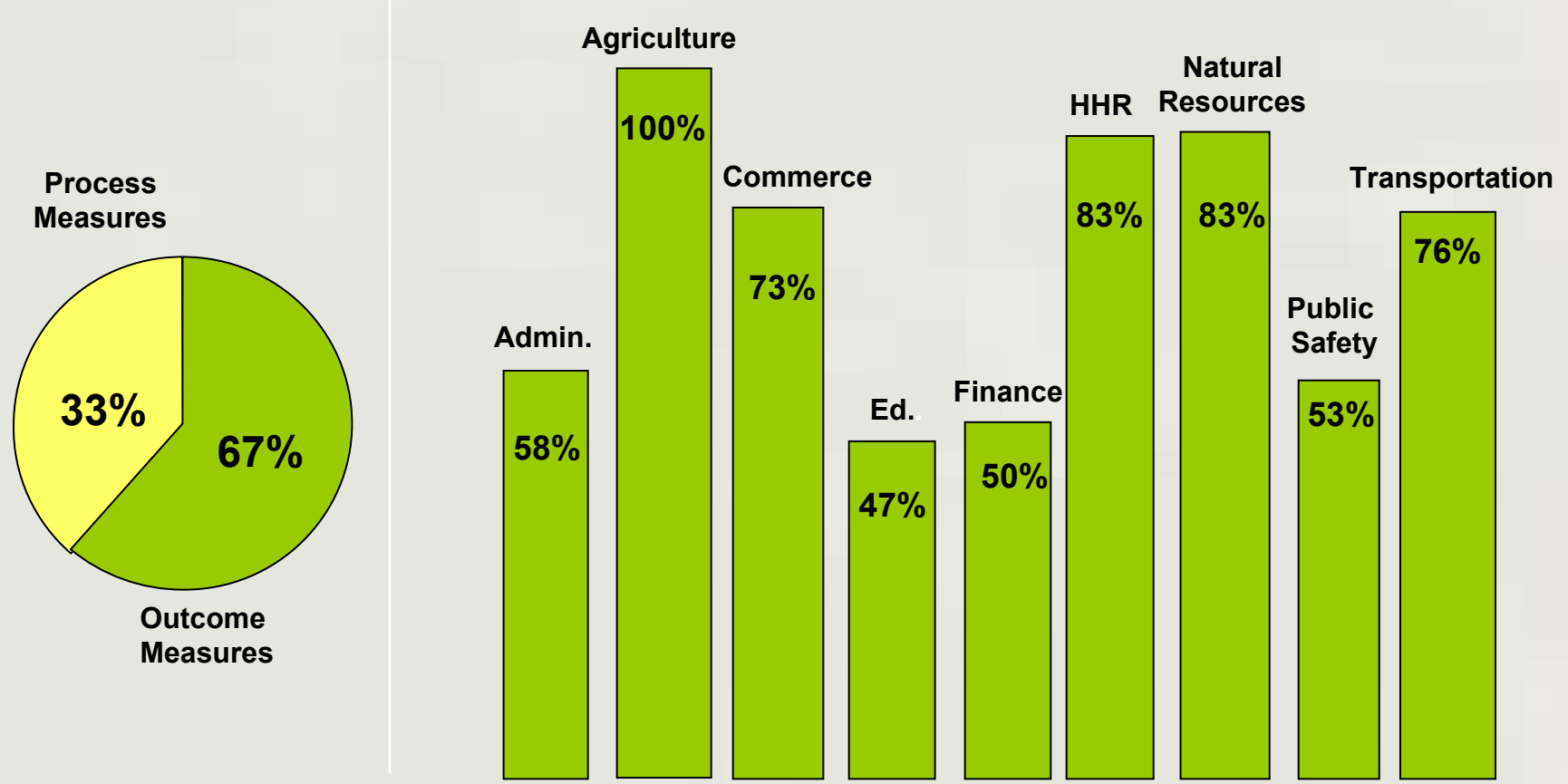
- Make clear to the State bureaucracy that this was the Governor's top priority for the operation of Virginia Government
- Keep the system simple and externally focused – limit number of measures and make them outcome-focused
- Bring in outside experts to improve and validate the system
- Enhance and encourage the involvement of key members of the General Assembly
- Institutionalize a process to ensure the long-term viability of the system

# Establishing the Importance of Performance Management

- The Governor created an internal performance management team in his office with strong involvement by the Chief of Staff
- Benchmarked Virginia's approach against other states and sought outside expertise
- Consistently emphasized with agency heads that performance management is his number one priority:
  - Met with every agency head to discuss the importance of an outcome-based system
  - Personally reviewed and commented upon every agency key metric
  - Held meetings with the Cabinet one year later to review performance
  - Tied budget decisions to performance in his two-year budget (2008-2010)

# Measures Were Reduced in Number With a Focus on Outcomes

Total Key Measures Statewide = 214  
(Previous number exceeded 2,000)



Note: There are five key measures in Technology and all are outcome based.



# Governor Enhanced Relevance of System by Using Measures to Inform Budget Decision-Making

HEALTH AND FAMILY						
SOCIETAL			AGENCY			
Indicator	Performance Trend	State Influence	Agency Acronym	Key Measure	Baseline/Target	Progress
Adoption	↑	●	DSS	Children adopted within 24 months of entering foster care	21% / 25%	↑
Foster Care	→	●	DSS	Children adopted within 24 months of entering foster care	21% / 25%	↑
			CSA	Proportion of children served at home, in school, and in the community	38.4% / 50%	↑
Child Abuse & Neglect	→	●	DSS	Children experiencing repeat child abuse or neglect within 6 months	1.85% / 1.5%	↑
			VDH	Infant mortality rate (per 1,000 live births)	7.4 / 7.0	→
<p><b>Children's Initiatives</b></p> <ul style="list-style-type: none"> <li>• Increase maintenance payments to foster homes and funding for adoption subsidies.</li> <li>• Provide incentives for community-based care through the Comprehensive Services Act (CSA).</li> <li>• Improve outcome data on children served by the CSA.</li> <li>• Enhance child welfare worker training.</li> <li>• Increase outpatient mental health services for children.</li> </ul>						

## Must Make Plans to Institutionalize the System

- Establish a high level of visibility for the program
  - Make a big deal of it in the media
  - Deliver on the promise of transparency
- Find a home for the program that is **NOT** the Governor's Office
- Hold agencies accountable for performance
  - Require regular reporting of outcomes
  - Hold regular performance review meetings
  - Strengthen linkage of the system to budget decision-making

# Agency Heads (Commissioners) Will Ultimately Determine the Success of the System

- Commissioners must aggressively embrace all aspects of the program
  - Communication on program requirements should come from each Commissioner's desk
  - Commissioners should be visible at staff training sessions
  - Avoid any verbal condemnation of the planning process
- Must establish a system of accountability
  - Regular meetings to evaluate performance
  - Advertise and distribute rewards for good performance
  - Make the program a part of the agency culture

## Concluding Remarks

- Governor Kaine's leadership for performance management focuses on three core themes:
  - Put results first -
    - Are our public investment decisions tied to meaningful societal goals and evaluated through a focus on outcomes?
  - Openly assess progress -
    - Do we emphasize transparency in our operations and promote accountability?
  - Encourage positive change and long-term sustainability -
    - Are we providing the right tools and incentives to promote innovation and productivity improvement?
- Moving toward this vision for performance management is a long-term process that requires engaged leadership

## Sites of interest:

Governor of Virginia:

[www.governor.virginia.gov](http://www.governor.virginia.gov)

Virginia Performs:

[www.VaPerforms.virginia.gov](http://www.VaPerforms.virginia.gov)

Council on Virginia's Future:

[www.future.virginia.gov](http://www.future.virginia.gov)

## For more information:

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